



**USAID**  
FROM THE AMERICAN PEOPLE

# UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT INFORMATION TECHNOLOGY STRATEGIC PLAN FISCAL YEARS 2011-2015

Update FY 2012



November 21, 2011

# CONTENTS

- A MESSAGE FROM THE CIO .....1
- INTRODUCTION .....2
- OCIO VISION, MISSION, AND GOALS .....4
  - Goal 1: Information on Demand.....7
  - Goal 2: Innovation and Process Efficiency.....9
  - Goal 3: Effective and Efficient IT Services .....11
  - Goal 4: IT Workforce Development.....13
- APPENDIX A: PERFORMANCE INTEGRATION..... 15

# A MESSAGE FROM THE CIO



With the introduction of new USAID-wide initiatives, we are at an exciting and pivotal time for USAID and the Office of the Chief Information Officer (OCIO). In updating our Information Technology Strategic Plan (ITSP), we concentrated on how we can best bring to life *USAID FORWARD*'s vision for collaboration, innovation, and results.

The need we found is clear:

*We have an imperative to leap forward in our ability to deliver information technology.*

To deliver on this imperative, the OCIO will provide new technologies and services while fulfilling our commitment to management and oversight of all USAID information technology resources, investments, and programs. We will help our employees become more mobile than ever before, providing our staff secure access to their work anytime, anywhere. We will enable the emergence of "development entrepreneurs" and work diligently to better manage integrated information to make *USAID FORWARD* possible.

Over the past year, we identified business drivers, clarified business needs, and determined new avenues for how information technology can best help USAID achieve its goals. Through several key initiatives, we are already improving service delivery and reducing costs. These initiatives include:

- Transition to Cloud-based IT services and systems

- Google Gmail and Apps Collaboration Suite pilot
- Data center migration
- Mobile computing devices
- OCIO organizational restructuring

This update to the strategic plan is a progressive vision of how OCIO will leap forward in the delivery of information technology and services. In partnership with our customers across USAID, I am confident we will continue to transform USAID through new technologies and a mobile future.

Sincerely,

Jerry Horton

Chief Information Officer (CIO)  
United States Agency for  
International Development

# INTRODUCTION

The USAID Information Technology Strategic Plan (ITSP) FY 2011-2015 re-images the role that information technology plays in supporting the Agency's mission. This plan anticipates and enables the emergence of the "development entrepreneur" and facilitates the objectives of *USAID FORWARD*. Furthermore, it reinforces the approach of bringing forth a more dynamic, collaborative, and innovative model for delivering international aid.

The increasing pace of global change poses a key challenge for the Agency, creating new and changing development and economic drivers. Advances in technology have simultaneously redefined the role that IT can play in achieving USAID's mission and provided avenues of economic growth for our developing country partners. USAID's Office of the Chief Information Officer (OCIO) offers a new set of exciting tools and capabilities to match the pace of change and support the current strategic direction of the Agency.

The global scope of USAID's goals and the nature of development work create unique challenges to developing, delivering, and maintaining reliable IT services. While new technologies have opened up new possibilities for international development, demands for IT services that facilitate accountability, cost savings, transparency, and accurate reporting have also increased.

USAID staff, regardless of location, require reliable and accessible tools that provide on-demand access to knowledge and information. Actively engaging with stakeholders, such as the Department of State, Office of Management and Budget (OMB), the U.S. Congress, and the White House, requires improved quantitative and qualitative reporting capabilities so that USAID can more effectively measure and communicate our development impact. Many of our development partners, all working to achieve more with less, are trying to scale and leverage resources through improved collaboration.

Industry experts, technology trends, relevant industry data, and benchmarks from comparable organizations in the public and private sectors all contributed toward our strategic approach. In developing this plan, many sources and references were taken into account such as the Federal CIO's *'25 Point Implementation Plan to Reform Federal Information Technology Management'* as well as specific lessons learned from the USAID experience. Furthermore, feedback was gathered from Agency staff all over the world as part of the OCIO's strategic outreach efforts. Methods used to collect input included conferences, site visits, and consultations with staff—from top Agency leadership to front line officers around the world.

## GUIDING PRINCIPLES

- Demonstrate business need prior to investment
- Evaluate Cloud Computing options/offerings
- Buy before build (COTS vs. Cuff Systems)
- Minimize customization
- Leverage industry standards and best practices
- Design with the Enterprise in mind

Our strategic IT direction is described in terms of the following themes.

- Mission-Focused Enterprise Solutions
- Customer Service Orientation
- Cost Effective & Best Value Solutions
- Remote & Mobile Access
- Collaborative Work Community
- Balanced Security & Risk
- Integrated Systems, Processes, and Data

These themes are reinforced by a set of IT Principles that guide overall IT governance and decision-making. Our strategic IT direction is presented in terms of four main goals with supporting objectives, initiatives, and key performance indicators (KPIs). To provide accountability on our progress, we will measure and report on these indicators on a regular basis.

The ITSP is tied directly to *USAID FORWARD* initiatives, as shown in Table I in the next section, which



map ITSP goals to the Agency reform efforts to modernize and strengthen USAID.

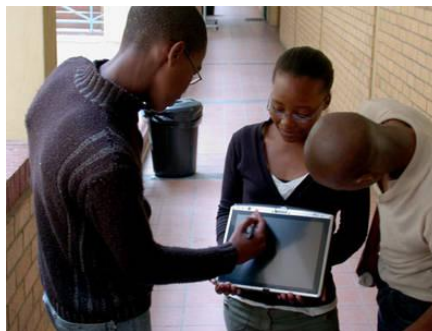
Supporting this ITSP is the OCIO Concept of Operations (CONOPS) that describes how the OCIO implements the ITSP. The CONOPS describes in further detail how the ITSP will be implemented. OCIO division-level actions plans are aligned to the ITSP and CONOP. Thus, OCIO services and products are fully aligned to support the Agency's mission and strategic objectives, as shown in Appendix A, "Performance Integration".



**A young boy uses a computer recently setup by a team of USAID workers to leverage the use of the internet.**

Furthermore, in continued collaboration with our stakeholders, other OCIO planning documents such as the Office's budget, governance reports, Enterprise Target Architecture, and the Enterprise Transition Roadmap, will be developed and updated accordingly.

More specifically, the Enterprise Target Architecture will describe the enterprise-wide future state for USAID within the context of strategic business direction of IT performance goals, business applications and services, technology, data, and security.



**The tablet computer, one of the technologies USAID has highlighted as a potentially transformative device, is a case study in promises of technology in development.**

The Enterprise Transition Roadmap will provide a high-level strategic roadmap for IT modernization that supports approved iteration of the Target Architecture.

We believe that partnership enables success, and we are committed to being a trusted partner and advisor to Agency staff and stakeholders. This entails understanding our customers, viewing their success as our own, and being a source for innovation and service delivery.

Our aim is to ensure that USAID's mission is met and that its development professionals are not only supported, but also enabled to innovate and improve their performance by leveraging enterprise IT solutions.

In doing so, transparency and accountability, and improved collaboration and communication will be realized and we, as an Agency and as an OCIO, will become more cost-efficient and customer service-oriented.



**USAID is bringing laptops designed to improve education into Afghan schools. Computers provide students with vast educational resources including digital libraries, educational pages, word processing, databases, and access to email and the Internet.**

# OCIO VISION, MISSION, AND GOALS

## Our Vision

Serve as a trusted and collaborative advisor for our customers and be recognized for exceptional customer service, agility, and innovation in our delivery of effective and efficient enterprise information services and solutions that help our customers achieve excellence.

## Our Mission

Provide expertise, innovative insights, and superior information management services to our customers to achieve the Agency's goals and objectives.

## Our Goals

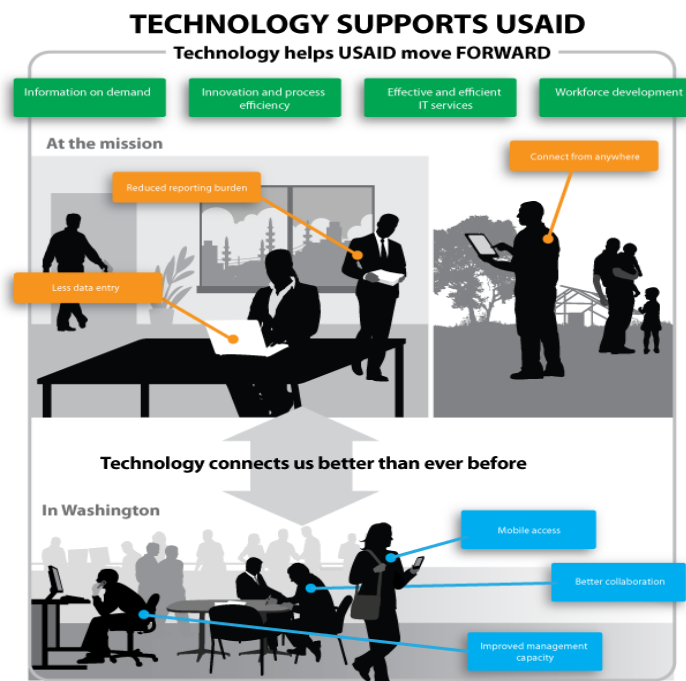
OCIO has established four organizational goals for 2011-2015. These goals align with the Agency's *USAID FORWARD* focus on modernization and operational excellence, while supporting the unique opportunities and objectives of the OCIO.

**Goal 1: Information on Demand** - Provide worldwide access to timely, standardized, and relevant data, information, knowledge, and systems.

**Goal 2: Innovation and Process Efficiency** - Improve the quality and efficiency of Agency operations by employing innovative methodologies, processes, and tools.

**Goal 3: Effective and Efficient IT Service** - Provide world-class information services to end users, with greater customer satisfaction at lower costs.

**Goal 4: IT Workforce Development** - Enable and equip a high performance IT workforce that is highly motivated, customer service oriented, diverse, and focused on common strategic and tactical goals.



This figure depicts how we envision technology supporting the Agency's *USAID FORWARD* operating model with the development entrepreneur at its center. The OCIO is excited to tackle these demands and accomplish our mission to provide expertise, innovative insights, and superior IT management services to enable USAID missions and offices to achieve the Agency's goals and objectives. Through hard work, focus, and determination, we will achieve the vision to serve as a trusted and collaborative advisor for our customers, recognized for our exceptional customer service, agility, and innovation.

Table I summarizes how the ITSP goals, discussed in more detail below, support the *USAID FORWARD* reform initiatives. By accomplishing the goals, the O/CIO will help achieve President Obama and Administrator Shah's vision of the United States becoming the 'global leader in international development'.

**Table I: ITSP Goals – Examples of IT Strategic Support of *USAID FORWARD* Reform Initiatives**

<b>USAID FORWARD Initiatives</b>	<b>ITSP Goals</b>			
	<b>Goal 1 – Information on Demand</b>	<b>Goal 2 – Innovation and Process Efficiency</b>	<b>Goal 3 – Effective and Efficient IT Services</b>	<b>Goal 4 – IT Workforce Development</b>
Procurement Reform	<ul style="list-style-type: none"> <li>• Faster and more accurate reporting</li> <li>• Establishing enterprise standards</li> <li>• Leverage tools to promote transparency and visibility</li> </ul>	<ul style="list-style-type: none"> <li>• Increase speed of knowledge transfer</li> <li>• Improved ease of use (e.g., single sign-on)</li> </ul>	<ul style="list-style-type: none"> <li>• Private Cloud hosting</li> <li>• Streamlined integration of management information systems</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance risk management and mitigation for success of critical initiatives</li> <li>• Meet requirements of new operating model's process, system, and staffing</li> </ul>
Talent Management	<ul style="list-style-type: none"> <li>• Standards will improve HR data management and process change initiatives</li> <li>• Improved Agency collaboration among geographically dispersed workforce</li> </ul>	<ul style="list-style-type: none"> <li>• Expanding access to data will increase transparency and accountability</li> <li>• Secure, mobile access to information to enable work anywhere</li> </ul>	<ul style="list-style-type: none"> <li>• Develop communications and governance mechanisms to support implementation and ongoing management reforms</li> <li>• Improve HR IT systems</li> </ul>	<ul style="list-style-type: none"> <li>• Implement Performance Management Plan</li> <li>• Develop Organizational Change Readiness Assessment</li> </ul>
Rebuilding Policy Capacity	<ul style="list-style-type: none"> <li>• Expanded access to quality data for better policy decision making and learning opportunities</li> <li>• Innovations in information and pattern analysis</li> <li>• Application of tools such as dashboards to real-time data</li> </ul>	<ul style="list-style-type: none"> <li>• Unified communications for the mobile communication to support next generation USAID workforce</li> <li>• Improved access to information in order to respond to public health crisis anytime, anywhere</li> </ul>	<ul style="list-style-type: none"> <li>• Establishment of tools and practices allow for continuous function and efficacy of information systems</li> </ul>	<ul style="list-style-type: none"> <li>• New OCIO Concept of Operations</li> <li>• Create and initiate Strategic Communications Plan</li> <li>• Implement new business processes</li> </ul>
Strengthening Monitoring and Evaluation	<ul style="list-style-type: none"> <li>• Innovations in information and pattern analysis to enhance impact evaluation</li> <li>• Advanced analytical tools (e.g., statistical, visual, simulation)</li> </ul>	<ul style="list-style-type: none"> <li>• Remote access to tailored tools for analyzing and presenting economic data</li> <li>• More open and flexible IT environment for information sharing with partners</li> </ul>	<ul style="list-style-type: none"> <li>• Availability, scalability, and responsiveness against appropriate performance targets</li> <li>• Cloud Computing to support data exchange among governments, businesses, and NGOs</li> </ul>	<ul style="list-style-type: none"> <li>• Staff with more focus on stakeholder needs and understanding how to provide tools for transparency</li> </ul>
Rebuilding Budget Management	<ul style="list-style-type: none"> <li>• Data cleansing, normalization, and transfer to standard storage environments</li> <li>• Enterprise data strategy consolidates management information</li> </ul>	<ul style="list-style-type: none"> <li>• Budget management processes are defined and implemented with automation and integrated performance management</li> </ul>	<ul style="list-style-type: none"> <li>• Intelligent search engines that produce tailored reports with accurate information</li> </ul>	<ul style="list-style-type: none"> <li>• Provide customers with improved access to data</li> <li>• High levels of redundancy permit high availability and business continuity</li> </ul>

<b>USAID FORWARD Initiatives</b>	<b>ITSP Goals</b>			
	<b>Goal 1 – Information on Demand</b>	<b>Goal 2 – Innovation and Process Efficiency</b>	<b>Goal 3 – Effective and Efficient IT Services</b>	<b>Goal 4 – IT Workforce Development</b>
<b>Innovation</b>	<ul style="list-style-type: none"> <li>Enterprise search across all Agency data, according to information security policy, to locate and provide data of interest to users</li> <li>Advanced analytical tools (e.g., statistical, visual, and simulation)</li> </ul>	<ul style="list-style-type: none"> <li>Capability to identify and scale innovations, including new technologies and processes, faster and more effectively</li> <li>Field-focused innovation for mobile communications</li> </ul>	<ul style="list-style-type: none"> <li>Shared computing resources are used to provide efficient and secure information systems and services</li> <li>Increase efficiency frees staff time to innovate</li> </ul>	<ul style="list-style-type: none"> <li>Implement new supporting IT systems</li> <li>Focus on continuous learning and problem solving skills</li> </ul>
<b>Science and Technology</b>	<ul style="list-style-type: none"> <li>Services specific to data discovery, management, qualification, integration, and transfer</li> <li>Use of GIS to analyze Agency information</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge sharing and transfer to people around the world to promote S&amp;T</li> </ul>	<ul style="list-style-type: none"> <li>Increased computing power for increased data analysis and storage</li> <li>More capacity for staff to focus on development-focused technology</li> </ul>	<ul style="list-style-type: none"> <li>Ability to bring on staff with more technical and science-based background and skills</li> </ul>



# Goal I: Information on Demand

**Provide worldwide access to timely, standardized, and relevant data, information, knowledge, and systems.**

## Information on Demand

focuses and coordinates Agency efforts on data, information, and knowledge management. As USAID modernizes and strengthens its operations, we rely to an even greater degree on information for decision-making, performance measurement, and collaboration. The Agency currently employs numerous “cuff,” or local, function-specific systems, each of which stores and isolates its own set of Agency data. Although we have some centralized business systems, their information is not integrated and we do not provide enterprise-wide information (for example, geographic information).

USAID collects data and generates information throughout its operations, across all regions, programs, and functions. We will continue to expand our efforts to standardize the format, collection, and storage of this data, enabling the Agency to meaningfully combine, compare, and analyze it. We will increase access through improved enterprise search, decreasing the need for multiple passwords, reducing security burdens, and developing applications that work on mobile devices. Information will be provided in a manner that allows users to accurately and efficiently locate, manipulate, and share with

colleagues. The critical IT initiative to achieve this goal is “Enterprise Data Management.” Although in its early stages, this initiative has already started to transform Agency data into a more available, reliable, and usable state.

For **Information on Demand** to be truly successful, its focus

### KEY INITIATIVES: INFORMATION ON DEMAND

- Enterprise Information Management
- Mobility & Cloud Technologies
- Security & Risk Management

should be primarily on information that supports the Agency’s development mission. As such, connections between budget, accounting, and performance information must be improved so that data can be easily and readily accessed by all Agency stakeholders and partners—internal and external, domestic and international. This will enable the ability to expand support for monitoring and evaluation efforts.

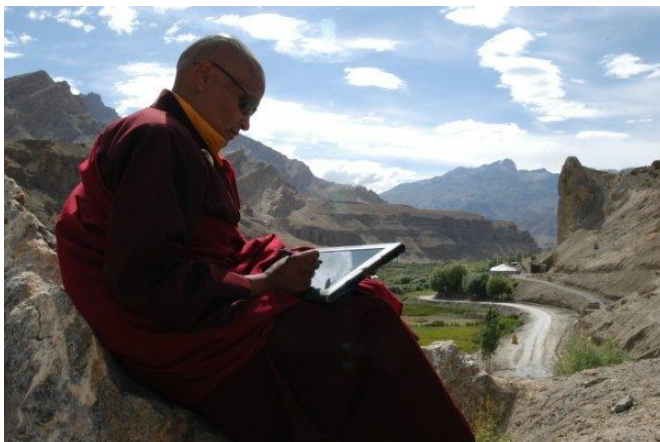
### WHAT THE ITSP MEANS TO ONE USER: Vision for INFORMATION ON DEMAND

An Agriculture Officer is traveling through different parts of rural India to meet with farmers in order to understand their business and hear their concerns. A farmer asks, “Which pesticide will protect my crops?” Another farmer asks, “How do you get rid of bugs?” The Field Officer pulls out his mobile phone, launches an agriculture app, and enters his location. The app, which links to an agricultural database along with geo-location services like GPS and Google Earth, instantly delivers the local weather, soil conditions, and information about common pests to the Field Officer and allows him to submit questions to agricultural experts around the world. Information on demand and social networking are connecting farmers to agricultural experts, which is helping to jump-start India’s agricultural practices.

**Information on Demand** should result in a single, coherent strategic framework and toolset for information access and sharing at USAID. This “Open Government” approach is consistent with federal mandates, initiatives, and supports the Agency goals of improving workforce, performance, and budget processes through more data-driven decision-making.

**Table 2: Goal 1 Objectives, Initiatives and Key Performance Indicators**

<b>Goal 1: Information on Demand</b>		
<b>Objectives</b>	<b>Initiatives</b>	<b>Key Performance Indicators</b>
Objective 1.1—Identify, integrate, and manage data sources and connections	<ul style="list-style-type: none"> <li>Enterprise data, content and knowledge management</li> <li>Authoritative data implementation</li> <li>Analytics standards and implementation</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of authoritative data sources under policy control</li> <li>Percentage of data integration points implemented</li> <li>Percentage of authoritative data stores covered by assigned roles and rights</li> </ul>
Objective 1.2—Provide staff with ability to conduct business anywhere, anytime, with any device	<ul style="list-style-type: none"> <li>Cloud strategy and standards</li> <li>Private &amp; public cloud – Software as a Service (SaaS)</li> <li>Mobile strategy and standards</li> <li>Mobile application development</li> <li>Wireless network pilots</li> <li>Virtual desktops</li> <li>Laptop deployments</li> </ul>	<ul style="list-style-type: none"> <li>Baseline Cloud framework and blueprint</li> <li>Baseline mobile computing framework and approach</li> <li>Percentage of business applications identified to migrate to the Cloud</li> <li>Percentage of business applications identified for mobile platform</li> </ul>
Objective 1.3—Provide staff with on-demand access to knowledge and information	<ul style="list-style-type: none"> <li>Enterprise search</li> <li>Data services and enterprise data management</li> <li>Content management systems</li> <li>Data visualization/GIS</li> <li>Identity management (single sign on, electronic signatures)</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of Agency data stores covered by enterprise search</li> <li>Percentage of data stores tagged with enterprise metadata</li> <li>Percentage of enterprise content sources supported by new enterprise content management tools and processes</li> <li>Percentage of systems leveraging single sign-on technology</li> </ul>
Objective 1.4—Access to classified information and integrated IT security	<ul style="list-style-type: none"> <li>Pilot thin client access to CLASSnet terminals</li> <li>Cloud infrastructure management</li> <li>Security architecture</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of AID officers with electronic access to classified information</li> <li>Private and Public Cloud Security SLA metrics improvement</li> <li>Baseline IT security architecture</li> </ul>



Information on Demand

**Mission staff has the ability to conduct business anywhere, anytime, with any device. Working when and where we need.**

## Goal 2: Innovation and Process Efficiency

Improve the quality and efficiency of Agency operations by employing innovative methodologies, processes, and tools.

The OCIO provides modern IT tools, approaches, systems, and information products to USAID's mission of economic development, disaster assistance, and democracy promotion to enable the achievement of the **Innovation and Process Efficiency** goal. This goal builds on current efforts to use social media, collaboration, information sharing, and data management tools across USAID. The OCIO fosters an environment that promotes innovative uses of science and technology, from new mobile computing technology to

streamlined business processes, and a focus on partnership.

"Enterprise 2.0" is helping the Agency to achieve a more innovative and process- efficient organization. Enterprise 2.0 combines the application of next-generation social technologies and business process management and automation tools. Innovation is encouraged and supported by providing USAID users with easy-to-use tools for creating content, working together, and sharing knowledge.

USAID's staff of professionals understand how best to do their jobs, and they know what they need to accomplish difficult tasks in changing and challenging circumstances all over the world. The OCIO will empower USAID's global workforce through new intuitive tools for users to engage with structured or unstructured Agency data. These tools include search and retrieval, multi-media communications, language translation, online community

### KEY INITIATIVES: INNOVATION AND PROCESS EFFICIENCY

- Mobility & Cloud Technologies
- Collaboration & Social Media
- Enterprise Information
- Security & Risk Management
- OCIO Transformation

building, professional networking, geographic information systems, and complex data analysis. In addition, the OCIO continues to provide business process improvement and automation support to assist the Agency in streamlining and strengthening operations.

Fulfillment of the **Innovation and Process Efficiency** goal will result in the institutionalization of modern collaboration capabilities into the fabric of the Agency's work, processes, culture, and toolsets. Across the board, users will be given the technology they need to implement their innovative ideas in support of the Agency mission. Improved and automated business processes will help to rebuild the Agency's policy capacity, strengthen monitoring and evaluation efforts, and support attracting and retaining a highly skilled workforce.

### WHAT THE ITSP MEANS TO ONE USER: Vision for INNOVATION AND PROCESS EFFICIENCY

A 7.0-magnitude earthquake strikes Quito, Ecuador. Infrastructure damage has rendered most roads impassable. Ecuadorian citizens begin to send text messages about road conditions; trapped people send text messages asking for help. The local USAID Crisis Officer begins collecting these eyewitness reports and places them on a Google map. Within minutes, they prepares situational maps of where people are in need of help, ways to get where the help is needed the most, and roads to avoid due to damage. The innovation of enabling local observers to submit reports using their mobile phones or the internet, while simultaneously creating a temporal and geospatial archive of events, allows USAID to provide humanitarian assistance quickly and efficiently.

**Table 3: Goal 2 Objectives, Initiatives and Key Performance Indicators**

<b>Goal 2: Innovation and Process Efficiency</b>		
<b>Objectives</b>	<b>Initiatives</b>	<b>Key Performance Indicators</b>
Objective 2.1—Promote innovation through collaboration and process transparency	<ul style="list-style-type: none"> <li>Enterprise 2.0 Strategy, Standards, and Plan</li> <li>SharePoint, “One Portal”</li> <li>USAID internet and intranet enhancement</li> <li>Video teleconferencing (VTC)</li> <li>Instant messaging</li> <li>Gmail and Google Apps pilots</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of business processes with integrated collaboration</li> <li>Percentage of systems integrated into “One Portal”</li> <li>Cost avoidance savings through expanded use of VTC</li> </ul>
Objective 2.2—Ensure proper alignment of IT solutions with future-state business processes	<ul style="list-style-type: none"> <li>Business process management system, standards</li> <li>Mission Portfolio Management System (MPMS)</li> <li>Business architecture alignment</li> <li>Mission IT support</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of Agency future-state business processes documented</li> <li>Percentage reduction in process automation implementation time &amp; cost</li> <li>Percentage of initiatives supported in USAID Missions</li> </ul>
Objective 2.3—Integrate performance management across the Agency	<ul style="list-style-type: none"> <li>Business process management system implementation</li> <li>IT portfolio and program management</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of select business processes implemented with process performance measurement</li> <li>Percentage reduction in process automation implementation time &amp; cost</li> </ul>



**Utilizing Video Teleconferencing (VTC) capabilities, a global project team discusses progress on their current project. Travel costs are avoided, work continues and deadlines are met. Doing more with less.**

Innovation and Process Efficiency

## Goal 3: Effective and Efficient IT Services

Provide world-class information services to end users, with greater customer satisfaction at lower costs.

The OCIO is leveraging the most advanced infrastructure technologies, including virtualization, processing platforms, and mobile computing in order to provide the most **Effective and Efficient IT Services**.

Through enterprise system integration and business process improvements, the highest achievable quality of IT services is delivered to Agency offices, regions, bureaus, and missions.

USAID is implementing a sophisticated global computing

environment that will include a hybrid Cloud Computing model, leveraging internal infrastructure and external Cloud Computing services. Cloud Computing is a model that uses a global pool of computing resources on an as-needed basis to enable convenient, on-demand network access to all of our enterprise information and tools anywhere in the world.

Delivering **Effective and Efficient IT Services** includes supporting business continuity

and disaster recovery by combining improved management with network infrastructure optimization. As we move more services to the Cloud, we will improve storage and access to Agency enterprise information and increase security by reducing the need to retain sensitive data in multiple locations. Technical staff personnel around the world will be able to shift their focus to

### KEY INITIATIVES: EFFECTIVE AND EFFICIENT IT SERVICES

- Mobility & Cloud Technologies
- OCIO Transformation
- Security & Risk Management

more development-related activities as we centralize IT service delivery. Experts on OCIO's IT staff will have more time to engage with development professionals rather than performing routine maintenance and support functions.

The OCIO's expertise in applying Cloud Computing technologies is a powerful new tool to support the Agency's development mission. We believe Cloud Computing has significant potential to enhance private sector and civil society development in the same way as mobile telephony, but on a much greater scale. We are very excited at the prospect of supporting this emerging strategic trend in Information and Communications Technology (ICT) development assistance with USAID partners.

### WHAT THE ITSP MEANS TO ONE USER: Vision for EFFECTIVE AND EFFICIENT IT SERVICES

An Engineering Officer has spent the last eight hours working on critical designs of Cairo's water treatment facilities when his laptop crashes. As he troubleshoots the issue, he realizes he has not saved his work for a past few hours, and he only has an hour before submitting his designs to leadership. He fears the worst—having to redo hours of work and submitting work late. His colleague lends a hand by giving him her tablet to use. He remotely logs on and accesses his document. To his surprise, he realizes he did not lose his work and submits his designs to leadership. By leveraging Cloud technology, the document had not been lost and the officer was able to retrieve his work. Utilizing Cloud applications such as Google Docs helps ensure availability of work; files are automatically saved every few seconds in the Cloud and do not depend on an individual to manually save them.



**Table 4: Goal 3 Objectives, Initiatives and Key Performance Indicators**

<b>Goal 3: Effective and Efficient IT Services</b>		
<b>Objectives</b>	<b>Initiatives</b>	<b>Key Performance Indicators</b>
Objective 3.1—Improve user satisfaction	<ul style="list-style-type: none"> <li>Customer satisfaction surveys</li> <li>IT service catalogue</li> <li>OCIO organizational restructuring</li> </ul>	<ul style="list-style-type: none"> <li>Improved customer satisfaction rating — including a bi-annual survey, quality of service, and fulfillment rating</li> <li>Percentage of adopted service level agreements (SLAs)</li> <li>Percentage of IT Services added to Catalogue</li> <li>Baseline OCIO CONOPS and tactical plans</li> </ul>
Objective 3.2—Improve system availability and the Continuity of Operations (COOP) Plan	<ul style="list-style-type: none"> <li>Cloud strategy and standards</li> <li>Private Cloud design and implementation</li> <li>Private Cloud – Platform as a Service (PaaS)</li> <li>Public Cloud – PaaS</li> <li>Data center migration</li> <li>IT Transformation Initiative (ITTI)</li> </ul>	<ul style="list-style-type: none"> <li>System availability metrics improvement</li> <li>Percentage of annual operations and maintenance (O&amp;M) savings</li> <li>Percentage of systems certified and accredited (C&amp;A) per the Federal Information Security Management Act's annual reporting requirement</li> <li>Percentage of common overseas IT infrastructure between USAID and Department of State</li> </ul>
Objective 3.3—Engage user community with information, collaboration, and expanded partnerships	<ul style="list-style-type: none"> <li>Communications strategy</li> <li>Customer satisfaction survey</li> <li>Customer service outreach</li> <li>IT Systems Manager collaboration</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of Agency staff and stakeholders collaborating online</li> <li>Improved stakeholder satisfaction</li> </ul>



A man works on integrating data across multiple legacy systems so users have the ability to generate business critical reports by accessing only one system, thereby saving valuable time and money.

Effective and Efficient IT Services

## Goal 4: IT Workforce Development

**Enable and equip an IT workforce that is highly motivated, customer service oriented, diverse, and focused on common strategic and tactical goals.**

To achieve our vision and mission, OCIO must attract, develop, and maintain a cadre of skilled, creative, and motivated federal IT professionals. Our strategic approach to IT workforce development will enable high performance and demonstrate our commitment to our team's professional development.

The OCIO has to attract and retain extremely competent, talented, and diverse federal employees who demand and

deliver sustained excellence. To do this, we are applying a blended training approach to develop our workforce that addresses career development, skill gaps, and emerging trends and technologies. We are institutionalizing a culture of collaboration that incorporates teamwork into job performance, including rewarding and recognizing staff members for their knowledge sharing and contribution to innovative solutions. The organization promotes a

culture of continuous learning by enabling effective development programs at all levels.

In addition, the OCIO ensures high performance by fostering an environment where performance is measured, recognized, and rewarded. Individuals and teams are held accountable

### WHAT THE ITSP MEANS TO ONE USER: Vision for IT WORKFORCE DEVELOPMENT

The Branch Chief opens her tablet and her team's "Corporate Social Profiles" appear with John Smith's profile blinking urgent. She clicks on John's profile and it shows he is delinquent on required annual training and his performance evaluation is due. The Branch Chief clicks on the training tab and available training dates are superimposed over John's calendar. The Branch Chief contacts John via video chat and John is quickly added to the list of training attendees while a preliminary meeting is scheduled for his performance review.

### KEY INITIATIVES: IT WORKFORCE DEVELOPMENT

- OCIO Transformation
- Mobility & Cloud Computing Technologies

for their contributions and leaders model behaviors that reinforce an organizational commitment to achievement.

We support this performance-based culture through technology initiatives that help manage transparency and results. All projects, programs, and portfolios are structured to provide tangible metrics that will be reported through real-time dashboards.

Through these efforts, the OCIO will continue to enhance its reputation as an IT leader—within the Agency and as a world-class management organization.

**Table 5: Goal 4 Objectives, Initiatives and Key Performance Indicators**

Goal 4: IT WORKFORCE DEVELOPMENT		
Objectives	Initiatives	Key Performance Indicators
Objective 4.1—Establish an effective multi-sector IT workforce	<ul style="list-style-type: none"> <li>Workforce assessment comparing current workforce to future needs</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of IT workforce skills requirements met by workforce development plan</li> </ul>
Objective 4.2—Attract and retain a high-performance IT workforce	<ul style="list-style-type: none"> <li>Teleworking</li> <li>Mentoring &amp; coaching</li> </ul>	<ul style="list-style-type: none"> <li>Annual IT workforce performance plan improvement</li> </ul>
Objective 4.3—Align workforce processes to mission needs	<ul style="list-style-type: none"> <li>OCIO organizational restructuring</li> <li>Customer service outreach</li> <li>Updated OCIO Division Plans</li> <li>IT System Managers conference</li> </ul>	<ul style="list-style-type: none"> <li>Cycle time reductions in select processes</li> <li>Cost reductions in select processes</li> <li>Number of best practices identified and used from System Managers</li> </ul>
Objective 4.4—Develop and promote careers and education	<ul style="list-style-type: none"> <li>Individual Development Plans (IDPs) aligned to updated Division Plans</li> <li>Expanded online training capabilities</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of goals met on IT staff Individual Development Plans (IDP)</li> <li>Number of IT training courses available on-line</li> <li>Number of IT certifications achieved each year</li> </ul>

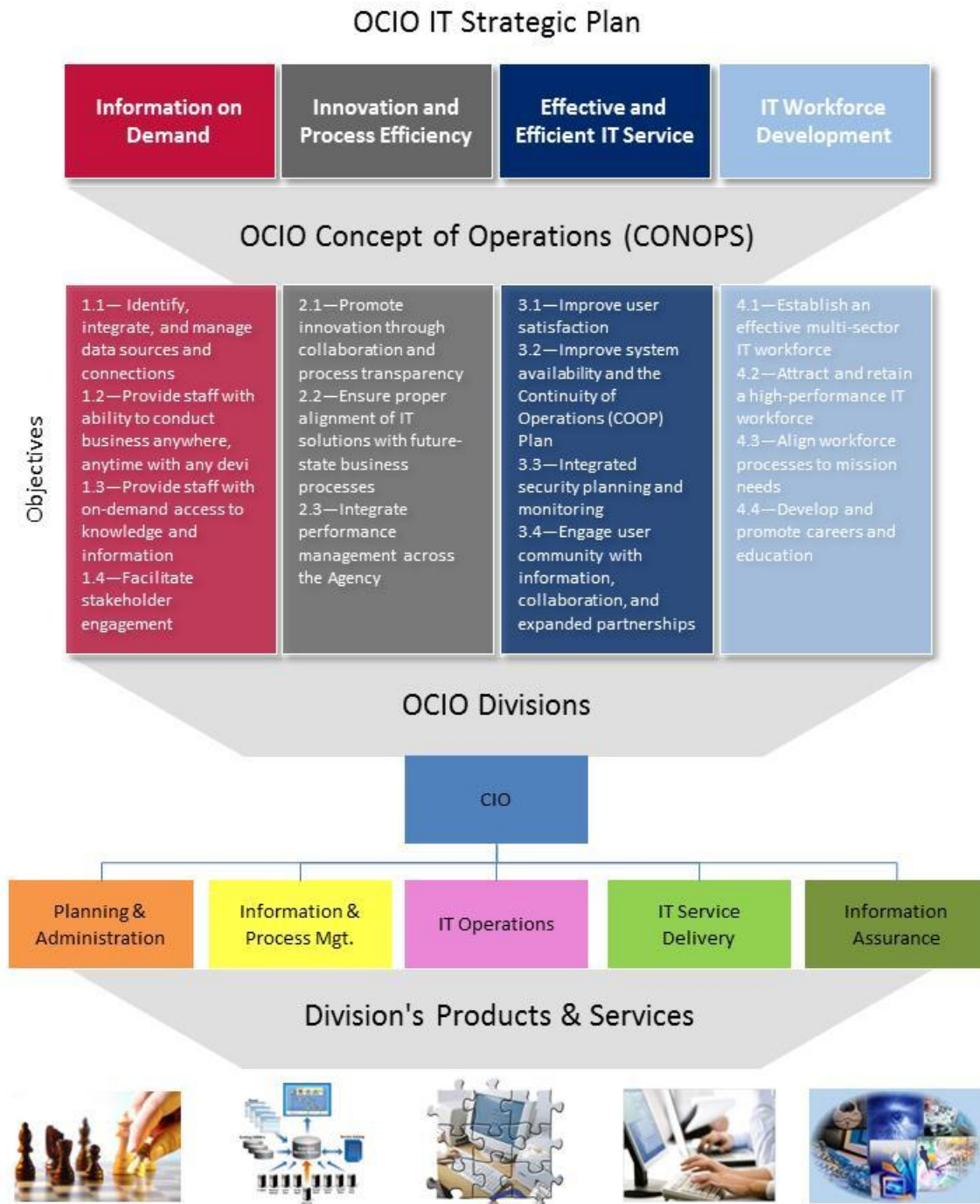


IT Workforce Development

**A supervisor discusses upcoming training opportunities with his team. He recommends specific courses required for promotion consideration.**

# APPENDIX A: PERFORMANCE INTEGRATION

## Cascading OCIO Goals to Divisions







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